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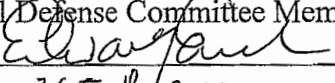
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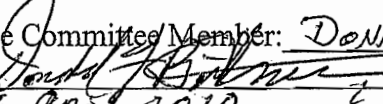
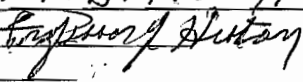
The U.S. Marine Corps Leadership Model: Can the
Central Intelligence Agency model after it?

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Preface

I have been working with Marine Corps officers over the last several years to include my time at the Marine Command and Staff College, and I have recognized their strong leadership background. I sought to understand their leadership model and compare the Marine Corps leadership values, traits, principles, and philosophy to that of the Central Intelligence Agency's (CIA) leadership model. Based on the research I also wanted to evaluate if the CIA could implement any of the Marine Corps leadership practices. The research I completed for this thesis not only gave me a good understanding of leadership within the Marine Corps, but it also allows me to take some of their practices back to my organization.

Executive Summary

Title: The U.S. Marine Corps Leadership Model: can the Central Intelligence Agency model after it?

Author: Mr. Matthew Mulato

Thesis: Adhering to strong leadership practices play a vital role in the success of an organization. It builds *esprit*, motivation, confidence, and creativity, inspiring people to do their best.

Discussion: Due to the increasing threats towards our nation, the demands for leaders to be effective and efficient to combat these threats are important to the nation's success. The Central Intelligence Agency (CIA) has been at the pinnacle of protecting our nation against foreign threats. Over the last few years, former CIA officers argue that the Agency's organizational leadership structure needs reform. The Agency utilizes a leadership model but few of the offices within the Agency follow a philosophy of developing young officers as leaders. The U.S. Marine Corps (USMC) develops leadership in new officers as soon as they enter the Marine Corps whereas the Agency develops leaders once they reach a leadership position. In addition, the Marine Corps leadership practices are consistent across their organization whereas the Agency leadership practices are diverse across the four directorates. This thesis will examine the USMC leadership practices to see what makes their leadership so successful. It will compare Marine Corps practices to that of the CIA and determine if the CIA could implement portions of the Marine Corps leadership model.

Conclusion: The USMC built their leadership model from over two hundred years of experience and many view it extremely successful. The Marines Corps leadership philosophy plays a vital role in their success, which states, "leaders are made, they are not born". However, the Agency does not follow a leadership philosophy; but, based on the author's analysis, one could argue they follow a philosophy that "leaders are born, not made." The research shows institutional change in leadership practices within the CIA could assist in developing leadership within its officers and change the overall culture to meet the demands of the 21st century.

Introduction:

“Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen.”

- Alan Keith, Lucas Digital

Adhering to strong leadership practices plays a vital role in the success of an organization. It builds *esprit*, motivation, confidence, and creativity thus inspiring people to do their best. Leaders must be resourceful, structured, maintain integrity, and build a professional environment for their subordinates. It is important to lead by example and instill these leadership traits into an organization. This allows the organization to adapt to the changing demands of the 21st century.

This thesis will demonstrate the importance and effectiveness of successful leadership practices. Successful leaders display an appreciation for the value of diversity and treat all people with courtesy and respect. They gain an understanding of the individual and cultural organization and demonstrate their organization's core values to include selfless service, courage, and commitment to excellence. Finally, successful leaders exhibit dedication and motivation for the genuine desire to progress within the organization by seeking out opportunities to enhance professional abilities and knowledge. ¹

This thesis will examine the U.S. Marine Corps (USMC) leadership practices to see what makes their leadership so successful. It will compare USMC practices to that of the Central Intelligence Agency (CIA) and determine if the CIA could implement portions of the Marine Corps leadership model.

Context of the Problem:

Over the last decade, the Agency's breakdown in leadership resulted in poor performance, unmotivated employees, poor communication, and broken collaboration efforts that ultimately have contributed to intelligence failures. Civilian experts in the intelligence field, including many Agency employees, have concerns with the Agency's failure to produce effective leadership practices that are not only written but also taught and practiced. Over the last few years, there have been several articles about the Agency's need for leadership reform.

Retired CIA operations officer, Charles S. Faddis:

"The Central Intelligence Agency has unbelievably dedicated and patriotic individuals working feverishly to protect their fellow citizens from harm. When they succeed, however, increasingly they do so despite the organizational leadership in which they serve, not because of it.

The truth is that the Central Intelligence Agency is an organization suffering from a host of significant ailments. It has calcified from the risk-taking organization it was in its youth into a rigid bureaucracy in which more emphasis is placed on process than it is on mission accomplishment.

*What is required is an organization with significantly higher standards, stronger leadership, and training that is much more rigorous. What we need is an outfit focused on mission accomplishment and built around operators, not bureaucrats."*²

Retired CIA clandestine service officer, Joseph W. Augustyn:

"To effect meaningful change in a culture steeped in tradition and legend, it will take a leader within the CIA to take on the challenge. A bold leader willing to break crockery.

Also equally important a leader will impose penalties on those inside the organization who clearly stray from the mandated and officially approved "rules of engagement."

*New leadership at the CIA needs to encourage the re-evaluation of these precepts and acceptance that cookie-cutter answers no longer apply in diverse and often unfamiliar and difficult targeting environments."*³

President Barack Obama's address to the CIA:

*"I want to be very clear and very blunt. I have done so for a very simple reason, because I believe that our nation is stronger and more secure when we deploy the full measure of both our power and the power of our values."*⁴

The Agency is approaching a time in need of leadership change. Since 9/11, there has been a significant retirement of experienced officers and a massive influx of a younger generation replacing them. Officers over the last ten years have had little to no leadership training based on the demands to get officers in the field to combat terrorism. In addition, "The Agency's internal culture reflects the divergence of training and outlook within each of the directorates' intelligence officers."⁵ The directorates are unequally different. These issues within CIA have created several leadership deficiencies that affect the organization's success:⁶

1. The more experienced employees are fixed in old practices and do not accept change well. Many officers are still utilizing the saying, "We have done it this way for the last 20 years so why change now." For instance, a senior support officer saying, "They do not want to utilize available warehouse management systems and as a result still rely on hard copy inventory." These officers are unwilling to change, and they avoid risk or anything that might portray them in a negative way.

2. New CIA employees bring a great deal of initiative and creativity to the organization. Experienced employees view these officers negatively because they want to change old processes or practices. This encourages the young officers to become disengaged with the organization, and more importantly, it discourages open communication. For example, a senior SIS/4 NCS officer stated, "The Agency has no business in the field with the military, we are strategic."

3. The Agency builds upon a recruiting process of hiring subject matter experts rather than employees with leadership skills. This in turn creates an individualistic approach where achievement and innovation equals rewards. Consequently, it creates an environment that employees tend to care more about their own needs rather than that of the organization.

4. In addition, the cultures within in the Agency are quite diverse and can be broken up into many subcultures. These cultures do not engage together, collaborate, communicate, trust, and build a unity of *epirit*, and until they do so, the issues within the organization will continue. For example, one directorate may have an available resource that other directorates can utilize but are unaware of and this leads to wasted resources such as time, money, and manpower.

5. Leadership training within the organization normally starts when a newly selected manager starts to supervise employees. There is a limited focus on leadership training at an early stage in an officer's career though the Agency's leadership programs are expanding. There is hope.

6. All too often leaders are veteran employees who are given the term "leader" based on their years of service but these officers are not trained to be leaders.

7. Many of these leaders do not want to be in a leadership role thus perpetuating a negative culture that is not in the best interest of the organization.⁷ In fact, a career path has been created within the Directorate of Intelligence where management is not an attribute for promotion to SIS rank.

8. There is very little emphasis on documenting poor leadership performance. This allows poor managers to cycle throughout the organization fostering an environment where only contributing fifty percent effort is good enough.

9. Senior leaders are not “leading by example” and adhering to the Agency’s leadership values. The top senior ranking positions tend to be given to those associated with the DCIA, not based on the quality of leadership of an officer. For example, in February 2007, CIA’s Executive Director (the third officer in command at the Agency) was charged with fraud, conspiracy, and money laundering over government contracts.

10. To understand if the Agency teaches its vision and values within the organization, I conducted a survey of ten Agency officers. During the survey, these officers were asked to name and explain the Agency’s leadership vision and values. Only two of the ten officers were able to name and provide some detail to their meaning. This clearly is an indication the Agency is not teaching leadership or “leading by example.”

CIA’s Leadership Model:

The leadership practices throughout the Agency are considerably different across the four directorates and even through the offices within the directorates. Some offices use the Agency’s model as a backdrop, but each office develops their own views and practices. In addition, some offices do not adhere to any leadership guidelines. This creates a unique and diverse culture, which ultimately leads to the problems aforementioned.

However, the challenges and global changes of the 21st century require the Agency to develop and leverage their talent across the government. To accomplish this, Agency leaders must examine current leadership practices and develop steps to develop future leaders. The Agency has recognized their leadership deficiencies in their published CIA strategic intent and is working towards meeting their goals. ⁸

Strategic Intent: The Agency adopted a strategic intent providing a roadmap for CIA over the next five years. This intent allows the Agency to become more efficient in its core mission of protecting the American people. Its focus is the development of teamwork and collaboration within the organization and across the intelligence community. The Agency's leadership framework for their employees should create a leadership architecture including values and traits framed around the vision.⁹

Vision: "One Agency. One Community. An Agency unmatched in its core capabilities, functioning as one team, fully integrated into the Intelligence Community."¹⁰

Core Values:

Service: "We put our country first and Agency before self. Quiet patriotism is our hallmark. We are dedicated to the mission, and we pride ourselves on our extraordinary responsiveness to the needs of our customers."¹¹

Integrity: "We uphold the highest standards of conduct. We seek and speak the truth to our colleagues and to our customers. We honor those Agency officers who have come before us and we honor the colleagues whom with we work today."¹²

Excellence: "We hold ourselves—and each other—to the highest standards. We embrace personal accountability. We reflect on our performance and learn from that reflection."¹³

In 2008, then Director of the CIA General Michael V. Hayden recognized the leadership deficiencies within the Agency and offered additional values, drawn from his military experience, for the Agency's leadership programs. General Hayden stated, "*The essence of leadership is to make decisions and set the example. These are the values that must always*

guide our actions: integrity, trust, courage, vision, responsibility, diversity, learning, and unity."¹⁴

Values for the future:

Integrity: General M. Hayden stated, "*Integrity is essential to the identity of CIA officers and to the success of our mission.*" An officer's word, honor, and discretion are essential for a successful mission.

Trust: The nature of our work with its secrecy is essential for us to build trust in the American people. Our leaders have to earn that trust through their leadership. They must build trust within our own community and have faith and confidence in our subordinate's ability and decisions. Our leaders will support their subordinates' efforts in doing their job.

Courage: Working as an intelligence officer requires moral, physical, and intellectual courage from taking operational risk to being honest and speaking with integrity.

Vision: Our diverse workforce opens the doors for creative ideas that allow us to see beyond the traditional methods. Our mission should be formulated around the strategic vision by not allowing us to be distracted by the tactical methods. This includes identifying long-term threats to our nation as well as resources our Agency requires for success.

Responsibility: The senior leaders within the Agency are required to encourage and support decision making at the lowest levels. Our leaders are to lead by example in showing initiative. They are to communicate to their officers their valued contribution to the mission by rewarding positive leadership traits. Because the nature of our work is uncertain and risky, we must learn from our mistakes, keep our focus, and continue to carry out our operations.

Diversity: General Hayden stated, "*We must take full advantage of our nation's range of backgrounds and ethnicities to recruit, develop, and retain officers with mission critical skills*

and experiences.” A diverse workforce will create imaginative thoughts and ideas, which in turn will make the Agency more effective.

Learning: Leaders who develop themselves through experience and training as well as develop leadership in those around them through coaching, mentoring, and providing professional guidance will be successful. A leader should provide honest, constructive, actionable feedback to develop strong leaders. Never assume you have learned everything about leadership, once you do you have failed as a leader. Success builds from continued learning.

Unity: Engage and incorporate our abilities across the Agency as well as throughout the intelligence community. General Hayden stated, *“We need to be competent and collaborative so the Agency can be essential and will remain central to the community and to national security.”*

Finally, General Hayden quoted, *“We must instill these values into our officers. The Agency has a distant character and a unique combination of capability, dedication, and esprit. That identity has endured over the years amid dramatic change in the world and in our community.”* To be successful for the changing requirements of the world, Agency leaders must embody that expeditionary spirit.

U.S. Marine Corps Leadership Model:

“For all of those that have sons or daughters at boot camp let me pass on what I found. Let me give you a little back ground first. When my son left home he had no motivation, he was lazy, sloppy, no pride, no self worth. This is the boy that got off the bus March 18th at Parris Island. The man that I met on Thursday for parent’s day is AWESOME. There is no way I can describe to you all the difference. He looks different, he walks different, he talks different, he has such a sense of bearing, and pride all I could do was look at him in awe. Oh yes, the training is hard, what he went through is unimaginable to any one that has not been there. They are definitely taught to be Warriors. Let me tell you the surprise of what else they are taught. My Marine son has better values, better morals, and better manners than anyone I know. It is so much more than Yes Sir, Yes Mam...so much more. He cares about how he looks, he cares about what he does, and it is not a boastful, badass thing. He is a true gentleman. I saw patience, and a

calmness in him that I have never seen. I could never express my gratitude enough to the Marine Corps for what they have given my son. I know this; I have an 11-year-old Devil pup still at home. When the time comes for his turn if I had to, I would take him kicking and screaming all the way. Although I am sure that will not happen. The hero worship I see in my younger sons eyes for his Marine brother tells me I will have two Marines in the family, and I will be one very proud mother. "

- "Cybil", Mother of a Marine

This thesis will use the Marine Corps leadership model to define the Agency's current leadership model. The Marines built their leadership values and traits with over two hundred years of experience in austere environments under the most stressful situations - war. Although the Marine Corps is the smallest military element, they come with the highest level of leadership and traditions that make Marines.

"There is no military body in our country of higher efficiency than the Marine Corps. They take great pride in their profession. They never let things slack a bit."

- Rear Admiral C.M. Wilslow, U.S. Navy

The Marines are effective leaders due to their ability to engage with a person's career, history, family, and community. Marines have a bond, a brotherhood, and a unification of key values and traits that make the Marines an elite force. They are a family of individuals that are brought together to fight as one, in honor of the Corps and most importantly the United States of America. They are a group of men and women who collectively have a state of mind like no other.¹⁵ The Marines are proud of their heritage and live by their values. "Once a Marine, always a Marine." You are always a Marine no matter what, even after you retire. There is no such thing as ex-Marine. The leadership of the Marine Corps builds off the pride Marines have for their culture.¹⁶

What makes Marines such good fighters, good leaders, and one of the most respected group of men and women among the world? Many believe it is their leadership through their values and

commitment to the Marine Corps. Marines challenge and inspire their people to give their best. Marines call this art, leadership.¹⁷

Marine Corps Values:

The culture within the Marine Corps is built around core values. It is what drives Marines as a unified team. These attributes are what builds the foundation of a Marine's character.¹⁸ As General Carl E. Mundy, 30th Commandant, wrote, *"The Marines are held to the highest standards of personal conduct. The nation expects that from us. The personal and professional conduct, decency, integrity, and accountability of Marines must be beyond reproach. This is a non-negotiable principle."*¹⁹ Marines fight and live by these core values of honor, courage, and commitment.

*"Marines die, that's what we're here for. But the Marine Corps lives forever. And that means YOU live forever."*²⁰

- GySgt. Hartman, USMC; portrayed by GySgt. R. Lee Erney

Honor: Honor is a loyal commitment to the Corps and those around you. Honor depicts one's character. A Marine must demonstrate his values in ethical and moral behavior to never lie, cheat, or steal; but a Marine must go beyond that. Every Marine must stand for a code of integrity; an honor; a pledge to each other. They are to respect oneself and those around them. They are to act responsibly and be accountable for their own actions and for others. Honor will build strength.²¹

Courage: Courage is the essence that builds upon the moral, mental, and physical strength. A Marine will encounter fear where courage will allow a Marine to think clearly through this fear. Courage allows a Marine to think clearly through time of peace and war in order to allow an officer to make the right ethical decision even if he/she faces the most

unfavorable consequences. It will give a Marine the self-discipline to act morally correct even in the most undesirable, stressful circumstances.²²

Commitment: Marines are always Marines. They have a commitment to excellence, as there are no other options achieving anything other than first place. Their strong moral fiber, strength, and determination make them Marines and a master of war. Their commitment and utter dedication to the Corps and their country never dies.²³ The Latin phrase *semper fidelis* or always faithful is the motto that demands every Marine to commit to the Corps unconditionally forever.²⁴

I recently attended the Marine Corps Birthday Ball and Mess Night. As I sat there, listening to the speeches and the interaction between these officers, it was apparent the sense of commitment these officers had for the Corps.

Marine Corps Leadership Traits:

The combinations of the following traits are very common among the civilian world but the Marines have defined these traits as a prescript for successful leadership. These traits are what drive execution, team welfare, and mission accomplishment. Marines are to inspire these traits in themselves and others, to become a successful leader as well as a follower. The Marines are inspired to understand these traits and in their own meaningful way. In addition, possession of these traits does not guarantee success but a quest of perfecting them will.²⁵

Bearing: Bearing is a way for others to see who you are as a leader. One who can discipline themselves, show no fear, be aware of their environment, be in control of their emotions, and not lose sight of their goals even in the most stressful situations. It is a person who walks with their shoulders high and radiates fitness, confidence, and competency.²⁶

Courage: Courage is the essence of leadership and without it nothing else would matter.

It is putting your spirit and your heart into your life. It is confronting those uncomfortable feelings and/or fears, risks, or uncertainties by admitting your flaws and taking the steps to fix those areas. A person with courage is not afraid to ask for help when needed. The most important kind of courage for leadership is moral courage. It is standing up for your beliefs in something or someone. ²⁷

Decisiveness: Decisiveness is making good judgments and decisions with the information available in a timely manner without hesitation to develop a solution or outcome even when the outcome may not be favorable. People will follow leaders who can be decisive. A good leader will make a decision in compliance with the organization's core values. It is important to know that making a decision is better than not making a decision at all. A decisive leader will clearly articulate their decisions and will adjust those decisions to the changing circumstances. ²⁸

Dependability: Dependability means to give one hundred percent every time for the success of the mission. It means a leader can rely on his subordinate as well as the subordinate can rely on his leader. Dependability will build trust among members. When orders are given, it is clearly understood the order will be accomplished with minimal supervision. If you say you are going to do something, then you do it with no excuses. Honesty is important for dependability. ²⁹

Endurance: Endurance means not giving up even when things are not going well. It means being consistent through harsh times both mentally and physically to meet your final goal. It is important to have endurance as endurance fosters dependability. ³⁰

Enthusiasm: A leader who portrays enthusiasm will not only affect their own success

and outlook on life, but it will also affect the people around them and, if powerful enough, can become contagious. Enthusiasm will make people happy even in the most mundane tasks. This attitude will not only inspire the leader but will motivate others to be proactive, creative, and confident in their abilities. ³¹

Initiative: Initiative is an important quality for a leader and a follower to be successful. It sets the example of thinking outside the box. Initiative is doing something without direction. It means being resourceful and going beyond the normal call of duty. ³²

Integrity: This is another very important trait sometimes overlooked. People are responsible for their own actions and choices. People with a sense of integrity are honest, sincere, loyal, and consistent. Their words are backed by their actions. Integrity gained throughout a career can be lost in an instant. A plaque in the office of the Chief of Staff, Marine Corps Development Command, Quantico, Virginia states:

“First you find yourself overlooking small infractions that you would have corrected on the spot in the past. Soon you are a participant in these infractions. Then you say to yourself, everybody is doing it. All too soon, find yourself trapped: You no longer can stand on a favorite principle because you have strayed from it. Finding no way out, you begin to rationalize, and then you are hooked. The important fact is, the men who travel the path outlined above have missed the very basic quality, and characteristic expected of a professional military man, or any other professional man for that matter: They have compromised their integrity.” ³³

Judgment: Simply stated, it could mean “common sense”. It is the ability to make solid, sound decisions. Judgment can improve with experience and self-development.

Justice: Justice is part of integrity. It means being consistent with your words and disciplinary action and never showing favoritism; that one will do what is right when needed.

“The more a leader's behavior matches his or her own words, the more loyal people will become, both to the leader and the organization.”³⁴

Knowledge: Leaders need to have knowledge of their culture, organization, and people to be successful. Professional knowledge will also provide a sense of respect for those who are leaders. It sets the example for others to follow and self-develop. ³⁵

Tact: Tact means being professional and treating people with courtesy and respect while calmly working through the problem. Practicing tact will instill respect in your leadership.

Unselfishness: Unselfishness means putting others before you. It means not taking credit for the work of others, but rewarding where the credit is due.

Loyalty: Loyalty can be summed up with the Marine motto, *semper fidelis* or always faithful. It is a commitment to the organization and those around you. ³⁶

Marine Corps Leadership Principles:

The final component of the Marine Corps leadership is their principles, which allow Marines to define their leadership abilities and allows them to set goals and develop themselves as well as their units. These principles are as follows: 1. “be technically and tactically proficient; 2. know yourself and seek self improvement; 3. know your Marines and look out for their welfare; 4. keep your Marines informed, set the example; 5. ensure the task is understood, supervised and accomplished; 6. train your Marines as a team; 7. make sound and timely decisions; 8. develop a sense of responsibility among subordinates; 9. employ your unit in accordance with its capabilities; 10. seek responsibility, and take responsibility for your actions.” ³⁷

Marine Corps Leadership Philosophy:

The philosophy of leadership by the Marine Corps is set up for one thing: building leaders for mission accomplishment through superior execution. As stated by Colonel Zilmer, “*Mission accomplishment is what it is all about.*”³⁸ Successful mission achievement focuses on leaders developing leadership in their subordinates. Victorious leadership will bring the best out of each

Marine and lead them down the correct path to success. It is important to follow the traits and principles to allow for mission success. For example, a poor decision or lack of judgment within the Marine Corps could result in the loss of life of fellow Marines.³⁹ It is important for leaders to execute their authority by training their fellow Marines in these traits as well as execute them for mission success. By productively executing these traits and principles, it will result in high morale, discipline, proficiency, and esprit de corps.⁴⁰ According to Napoleon, of everything that makes up success on the battlefield, morale constitutes for 75 percent of it.⁴¹

The military philosophy builds itself around a relationship between the leader and their subordinates. The relationship is a brotherhood or solidarity that creates respect, trust, discipline, and order among all members, no matter the rank. In the Marine Corps manual, General Lejeune stated: *"Their relationship between officers and enlisted men should, in no sense, be that of superior and inferior, nor that of master and servant, but rather that of teacher and scholar."*⁴²

"When the values, traits, and principles are applied, it fosters morale, motivation, discipline, and esprit de corps, all of which are essential for teamwork, particularly under the stress of combat."⁴³ To conclude, what makes the Marines successful? It is their leadership traits that give them discipline, unselfish leadership, *esprit*, dedication, trust, respect, and mutual hardships.

Comparing Leadership Development:

During a Marine Corps officer's initial development, they learn how to shoot, how to fight, but most importantly, they learn how to lead and manage troops. Officers continue to build on their leadership skills throughout their career through experience and training. They learn and understand the leadership values, traits, and principles. Officers learn responsibility, and if a mission fails, it is their duty to take on that responsibility. They learn that the troops come first

and foremost before their personal needs. Officers have to earn their troop's respect because Marines will not follow them into combat due to their rank or position. Marines listen to commands because they have the trust and respect of their leader. If a mission succeeds, a leader takes no credit for the success but gives praise to his unit. ⁴⁴

Throughout their initial development as company grade officers, their senior officers, commanders and other leaders consistently evaluate their progress as a leader. They will not become an officer just by being there and going through the functions. If a mistake is made, they will be asked to correct the issue, and if they do not they are asked to leave. However, if they listen, learn, and apply what is acquired through training and experience, reward will follow. ⁴⁵

Officers continue to receive the next level of tactical training along with more training in leadership. Throughout this time, tactical and leadership training will be constantly evaluated. From here, they will go onward to their assignment. Upon reporting, they will have to learn the processes of the unit, work twice as hard, and lead by example to gain respect and confidence. If they desire to let their ego get the better of them, they will be reminded of that and will have to learn the hard way. They will take care of their troops, foster communication, and build morale and unit cohesion. ⁴⁶

Over the next several years, young officers continue to work hard, listen, and build leadership in others while continuing to learn themselves. As a senior Lieutenant or Captain, they will be in command of a company or like unit. In this billet, they will continue to develop and mature with experience and education. Years later when they receive a more senior rank, they will understand that the position will not be a free ride; it means there are no excuses for failure. ⁴⁷

In comparison to the Marine Corps process, the Agency's process is simple. There is very little to no emphasis on leadership. To elaborate on this point, an infantry officer in the military is

compared to a National Clandestine Service case officer. Case officers are the heart and soul of the Agency, and later in their career, they obtain senior management and leadership positions. They are the officers recruiting spies for intelligence.⁴⁸

Since the beginning of the organization, the Agency has done a good job of recruiting case officers. They understand the personality and key traits it takes to become one of these officers. However, throughout this process, they are not screened for their leadership ability.⁴⁹

Before they become a case officer they are required to take additional, more intensive training, but the training is all tradecraft with no emphasis on leadership. Upon successful completion, they are sent to a station for a few years to work independently. If the case officer does a good job in performing his duties, he/she will be promoted. These promotions are on individual achievements not on leadership ability.⁵⁰

Over the next few years, these case officers will move into leadership positions. At this time, they will have received little to no formal leadership training. The Agency assumes that because this officer successfully ran operations he/she is ready to manage, foster leadership, build morale, and motivate and inspire others. From this point, they are measured not on their success but on their failures. *"A case officer will not function instead in a system that demands achievement but will function instead in a system that considers that if nothing goes wrong on his/her watch then he/she has done a good job."*⁵¹

In effect, this creates leaders who have no fundamental picture of leadership. These types of leaders will resist change and will challenge officers who are creative and seek to change a process for the better. They will surround themselves with officers like themselves who lack any notion of leadership. They will promote officers such as themselves thus fostering a negative

culture. If the Marine Corps adopted this system, the best athletes or best shooters would be in command.⁵²

Adopt a Leadership Philosophy:

U.S. Marine Corps philosophy:

"Leaders are made, they are not born. They are made by hard effort, which is the price which all of us must pay to achieve any goal that is worthwhile."

-Vince Lombardi

CIA philosophy: The Agency does not practice a leadership philosophy.

The Marine Corps leadership values, traits, principles, and philosophy are what built the Marine Corps culture and makes them an elite force. For the Agency to mirror the Marine Corps success, they must adopt and adhere to some of these leadership standards. Colonel Raymond Damm, USMC, guest of honor at Mess Night, 03 March 2010, summed leadership up by saying, "It's all about the people and the leader's commitment to them." This speaks volumes to the Marine Corps philosophy.

The Agency could utilize the Marine Corps leadership values, traits, and principles as the foundation of establishing a leadership philosophy. The Agency's senior leaders must adhere to the philosophy across directorates speaking with one voice by instilling the same leadership practices. This will be the first step to change the culture.

Building Leaders:

"Leadership is not about dictating, it's about empowering employees so that they recognize their ability to take action."

- Jack Welch CEO, General Electric

The Marine Corps leadership philosophy focuses on the belief that leadership is a learned skill.⁵³

Their philosophy focuses on development of leadership in its officers at all levels but more importantly so subordinates can respond with creativity, initiative, and responsibility.⁵⁴ In comparison, the Agency tends to follow the notion that leadership is a natural born quality. To

explain this further: 1. The Agency does not stress its leadership vision and values to its employees as noted from the survey. In addition, each directorate follows their own standard leadership practices. 2. New employees within the organization are not given leadership training or guidance until it is time for them to take on a supervisory position, which could be four or more years into their career. By this time, they have followed leaders who did not demonstrate and stress the values of leadership thus adopting these bad habits (propagating a negative notion of "leading by example"). 3. Newer employees have to demonstrate a leadership quality or put their time into the organization before they can seek a leadership position. 4. The Agency has very limited leadership-training opportunities that are readily available. Some of these classes are only available to officers who are in a leadership position. In summary, the Agency does not follow a specific philosophy or build leadership in their officers, which is the main source of the problem

The Marine Corps values, traits, principles, and philosophy, when executed, all come down to one principle, "leading by example".⁵⁵ Jack Welch stated, "Recognize an employee's ability to take action. And highlight it when they do. Give (employees) voice and dignity. That's what leaders do; and that's how leaders build leaders."⁵⁶ The Marines lead by example and lead from the front. "In short, I want my boss and my subordinate to lead by example so I will lead by example."⁵⁷ . If the Agency is serious about developing leadership within the organization, they must first adopt a leadership philosophy and lead through their values and traits as the U.S. Marine Corps does. Senior leaders must adhere to the philosophy, values, and traits, and speak with one voice, which in turn will change the culture over time.

Transform Culture:

It is important for CIA leaders to understand when changing a culture it will take several years if not a generation; however, they must invest the time and effort into their people now. CIA leaders must support and encourage their subordinates, listen to their ideas, and make changes to the Agency's processes when needed. This will stimulate creative thinking and open communication. If our leaders incorporate the Marine Corps philosophy through a controlled process, the Agency will improve leadership through time, hard work, and support by senior management.

It is essential for our leaders to represent the Agency's vision, values, traits, and culture by instilling these principles throughout the organization through their behavior and daily interactions. Establishing open communications, fair treatment of others, and respectable behavior will set the stage for others to follow. Leaders should not only know their strengths and areas for development, they should also know their people. What are their motivations? What are their challenges? According to Admiral David McDonald, former U.S. Chief of Naval Operations, stated that asking questions and knowing your troops is an integral part of unit performance.⁵⁸ Changing the culture by utilizing the Marine Corps philosophy is essential for the success of the CIA. Louis Gerstner, IMB president regarded changing the belief and attitude is key to changing the organization: *"I came to see...that culture isn't just one aspect of the game—it is the game."*⁵⁹

Conclusion:

To overcome the challenge of developing leaders, the Agency needs to create bold, adaptable, unselfish, and confident leaders who are willing to take calculated risks and be fully capable of operating in situations of uncertainty and limited guidance. It is important for leaders to

maintain a professional environment, teach leadership values, traits, and principles, lead by example, and reinforce positive leadership behaviors.

As the Agency adapts to the demands of the 21st century, they could benefit from the Marine Corps past successes. By modeling after the Marine Corps philosophy they will be better adapted to change the culture and fix the individualistic approach by ensuring no more directorate only *esprit* but by teaching and adhering to the "One Agency, One Mission" approach. The Agency must encourage and reward initiative, teamwork, innovation, and in the absence of guidance, make sound decisions.

It is important for today's leaders to build CIA leaders for tomorrow. The world is a dangerous place where good leadership in the intelligence community is not only vital to the success of the CIA's mission but to the safety and wellbeing of the citizens we are charged to serve.

CIA officers are engaged in gathering and analyzing intelligence around the world. Like the Marine Corps, CIA faces many obstacles placing its officers in dangerous positions. These officers have to make decisions under extreme stress. For this reason, I wrote this paper to justify exploring and adapting those leadership traits, values, principles, and philosophy that has made the Marine Corps so successful.

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